

Competency Mapping

ALP Competency	Lominger Competency (Behaviors)	Behaviors Measured
1. Knowledge of an organization and/or activity and the environment in which it operates	<p>Business Acumen Knows how businesses work. Knowledgeable in current and possible future policies, practices, trends, and information affecting his/her business and organization. Knows the competition. Is aware of how strategies and tactics work in the marketplace</p> <p>Managing Vision and Purpose Communicates a compelling and inspired vision or sense of core purpose. Talks beyond today. Talks about possibilities. Is optimistic. Creates mileposts and symbols to rally support behind the vision. Makes the vision sharable by everyone. Can inspire and motivate entire units or organizations.</p>	<p>Project Management Resource Management</p> <p>Networking Political Ability Visionary</p>
2. Self-Management - Ability to manage heavy personal demands	<p>Composure Is cool under pressure. Does not become defensive or irritated when times are tough. Is considered mature. Can be counted on to hold things together during tough times. Can handle stress. Is not knocked off balance by the unexpected. Doesn't show frustration when resisted or blocked. Is a settling influence in a crisis.</p> <p>Priority Setting Spends his/her time and the time of others on what's important. Quickly zeros in on the critical few and puts the trivial many aside. Can quickly sense what will help or hinder accomplishing a goal. Eliminates roadblocks. Creates focus.</p> <p>Self Knowledge Knows personal strengths, weaknesses, opportunities, and limits. Seeks feedback. Gains insights from mistakes. Is open to criticism. Isn't defensive. Is receptive to talking about shortcomings. Looks forward to balanced (+s and -s) performance reviews and career decisions.</p>	<p>Stress Management Flexibility Balanced Workload</p> <p>Goal Setting Project Management Process Management Balanced Workload Time Management</p> <p>Communication Skills: Getting and Giving Feedback People Development</p>
3. Building Relationships - Skill in building and maintaining diverse alliance and relationships	<p>Conflict Management Steps up to conflicts, seeing them as opportunities. Read situations quickly. Good at focused listening. Can hammer out tough agreements and settle disputes equitably. Can find common ground and get cooperation with minimum noise</p>	<p>Conflict Resolution Persuasive</p>

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	<p>Managing Diversity Manages all kinds and classes of people equitably. Deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes. Hires variety and diversity without regard to class. Supports equal and fair treatment and opportunity for all</p> <p>Integrity and Trust Is widely trusted. Is seen as a direct, truthful individual. Can present the unvarnished truth in an appropriate and helpful manner. Keeps confidences. Admits mistakes. Doesn't misrepresent him/herself for personal gain.</p>	<p>Diversity Interdependent Leads by Example</p> <p>Perseverance Job Commitment Ethics and Integrity Accountability</p>
4. Communication - Skills in communication	<p>Approachability Is easy to approach and talk to. Spends the extra effort to put others at ease. Can be warm, pleasant, and gracious. Is sensitive to and patient with the interpersonal anxieties of others. Builds rapport well. Is a good listener. Is an early knower, getting informal and incomplete information in time to do something about it.</p> <p>Interpersonal Savvy Relates well to all kinds of people, up, down, and sideways, inside and outside the organization. Builds appropriate rapport. Builds constructive and effective relationships. Uses diplomacy and tact. Can diffuse even high-tension situations comfortably.</p> <p>Listening Practices attentive and active listening. Has the patience to hear people out. Can accurately restate the opinions of others even when he/she disagrees.</p> <p>Comfort Around Higher Management Can deal comfortably with more senior managers. Can present to more senior managers without undue tension and nervousness. Understands how senior managers think and work. Can determine the best way to get things done with them by talking their language and responding to their needs. Can craft approaches likely to be seen as appropriate and positive.</p> <p>Presentation Skills Is effective in a variety of formal</p>	<p>Sensitivity Approachability Flexibility Training Others</p> <p>Diversity Interpersonal Skills: General</p> <p>Listening Needs Analysis</p> <p>Interdependent Interpersonal Skills: One on One Relations</p> <p>Presentation Skills Championship</p>

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	<p>presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses. Is effective both inside and outside the organization, on both cool data and hot and controversial topics. Commands attention and can manage group process during the presentation. Can change tactics midstream when something isn't working.</p> <p>Written Communications Skilled Is able to write clearly and succinctly in a variety of communication settings and styles. Can get messages across that have the desired effect.</p>	<p>Writing Skills Organizational Training</p>
<p>5. Problem Solving - Ability to problem solve and utilize critical thinking skills</p>	<p>Confronting Direct Reports Deals with problem direct reports firmly and in a timely manner. Doesn't allow problems to fester. Regularly reviews performance and holds timely discussions. Can make negative decisions when all other efforts fail. Deals effectively with troublemakers.</p> <p>Motivating Others Creates a climate in which people want to do their best. Can motivate many kinds of direct reports and team or project members. Can assess each person's hot button and use it to get the best out of him/her. Pushes tasks and decisions down. Empowers others. Invites input from each person and shares ownership and visibility. Makes each individual feel his/her work is important. Is someone people like working for and with.</p> <p>Problem Solving Uses rigorous logic and methods to solve difficult problems with effective solutions. Probes all fruitful sources for answers. Can see hidden problems. Is excellent at honest analysis. Looks beyond the obvious and doesn't stop at the first answers.</p>	<p>Resourcing People Performance Appraisals Accountability Coaching and Counseling</p> <p>Motivator Team Builder Judge of People Empowerment Positive Reinforcement</p> <p>Decision Making Proactive Problem Solving Problem Solving: Simplified Problem Solving: General</p>